

29 JUL 1999

**PENTAGON RENOVATION PROGRAM
PROGRAM OPERATING INSTRUCTION**

No. 99-01

PENTAGON RENOVATION IPT ROLES

This instruction is written to clarify and define the roles and responsibilities of the Geographic and Functional Integrated Product Teams (IPTs) within the Pentagon Renovation Program. It is meant as a broad guideline for formulating and executing program contracts and policy.

Roles and responsibilities of IPT Leaders are defined as follows:

1. Geographic IPT Leaders are Project Managers. They are responsible for projects in a specific area. The schedule and budget belong to the Geographic IPT Leader. Performance and execution of the project are the responsibility of the Geographic IPT Leader.
2. Functional IPT Leaders are Process Managers. They are responsible for staffing the Geographic teams. The members of a Functional IPT will work for the Geographic IPT Leader but will be trained and rated by the Functional IPT Leader. They are responsible for the program procedures and processes specific to their areas. They are responsible for developing, implementing, and monitoring the performance of these processes.

Program Staffing Rules:

1. The Geographic IPT Leader will determine the requirements for his or her IPT. The IPT Leaders should define requirements in terms of functions to be performed, rather than by the names of the people performing the tasks.
2. Each Functional IPT Leader will propose members to the Geographic IPT Leaders based on the need for a particular task to be performed. Assignments will be made by direct coordination with the Geographic IPT Leaders. Members will be assigned as either full-time core members (dedicated exclusively to one Geographic IPT) or as part time core members (may be assigned to more than one Geographic IPT).
3. Initial assignments, changes to assignments, and timing of assignments will be made only after agreement is reached between the Geographic IPT leader to be supported and the Functional IPT Leaders providing the support.
4. When additional resources are required, the Functional IPT Leader is responsible for providing those additional resources, whether filled by government or by contractor personnel. If the resources are reflective of services covered by a Functional IPT, the Functional IPT Leader will submit the Task Order. If the Geographic IPT Leader requires a service not covered in any Functional IPT, the Geographic IPT Leader will submit the Task Order.
5. If the Geographic IPT Leader and Functional IPT Leader cannot agree on the assignment of members, changes to assignments, and/or the timing of replacements, the issue will be raised to the IIPT. If resolution still cannot be reached, it will be raised to the OIPT.
6. Training of members is the responsibility of the Functional IPT Leader. Training programs and timing will be established and coordinated with the Geographic IPT Leaders.

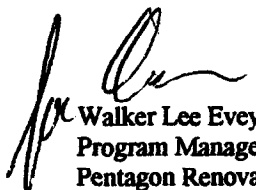
Budget Rules:

1. Geographic IPT Leaders will budget for all costs associated with their specific geographic areas. This will include budgeting for all costs of work, supplies, Government-furnished property etc., applicable to their areas. Costs that cover more than one geographic area will be budgeted for separately by each Geographic IPT Leader impacted by the cost. For example, costs for building-wide purchases (i.e.,

windows) will be budgeted for separately by each Geographic IPT Leader into which windows are to be installed. (See Tab A for sample table listing all major known cost elements)

2. Functional IPT Leaders may also require budgets. Functional IPT budgets will address costs that are limited to work performed in support of Functional IPT efforts (i.e., work that does not support specific Geographic IPT activities). When a particular Functional IPT work effort extends across more than one Functional IPT, each affected Functional IPT Leader will separately budget his or her costs. For example, money budgeted to support "engineering studies" of a type that don't produce designs or specifications for work to be done in any geographic area will be budgeted for by the Functional IPT Leader who requires the engineering study. Similarly, "engineering studies" required by more than one Functional IPT Leader should be budgeted for by each Functional IPT Leader who requires the engineering study.
3. In certain cases, the Geographic IPT budgets will be, for administrative ease, identified, after budgeting, in a single centralized allocation to allow for program efficiencies. This will allow for the efficient support of centralized activities, which support more than one Geographic IPT, without having to obtain multiple funding approvals for consolidated acquisition activities, so long as the dollar cost does not exceed the amount of funds contributed to the centralized allocation by each affected Geographic IPT. Simply stated, a consolidated acquisition cannot use funds from one Geographic IPT to support activities in another area unless the GIPT Leaders agree to do so in writing. The written agreement should be a simple memorandum of agreement with copies provided to the Resource Management IPT Leader, the Functional IPT Leader accomplishing the acquisition and the Geographic IPT Leaders involved. Any budget disagreement will be raised to the IIPT. These centralized allocations include only furniture, moves, and warehousing. The Program Manager must approve additions to this list.
4. Execution responsibilities still lie with the Geographic IPT Leaders.
5. Staffing and personnel costs will be budgeted through the Program Management Group Leader. This includes budgeting for all DMJM-3D/I employees. All other Architect-Engineer contracts will be handled under the above guidelines.

This directive is effective as of 27 July, 1999, and remains in effect until modified or rescinded.


Walker Lee Evey
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TAB A to Pentagon Renovation IPT Roles

For example, a program budget may consist of the following:

Budget Item	Responsible Team
Pre construction coordination (teaming, surveys etc)	GIPT w/ Acquisition IPT and Design IPT assistance
PERTOC	GIPT w/ Construction IPT assistance
Core and Shell – Design	GIPT w/ Design IPT assistance
Core and Shell – Construction	GIPT w/ Construction IPT and Acquisition IPT assistance
TFO – Design	GIPT w/ TAG and Design IPT assistance
TFO – Construction	GIPT w/ Construction IPT and TAG assistance
Movement out of Area	GIPT w/ TAG assistance (at program level, these costs will combine administratively)
IM&T	GIPT w/ IM&T assistance
Furniture	GIPT w/ TAG assistance (at program level, these costs will combine administratively)
EMCS	GIPT w/ Construction IPT assistance
Common Products	GIPT w/ Construction & Engineering GP assistance
Security (new equipment and manning)	GIPT w/ Security assistance
Moves in to Area	GIPT w/ TAG assistance (at program level, these costs will combine administratively)
Studies (requirements, engineering, etc)	GIPT or FIPT depending on nature and initiation
Program Operating Cost	Program Management Group
Warehousing	TAG